



Consultative Group on International Agricultural Research (CGIAR)

BUSINESS PLAN

of the CGIAR Secretariat

FY2002

(July 1, 2001-June 30, 2002)

- The mission of the CGIAR is *“to achieve sustainable food security and reduce poverty in developing countries through scientific research and research-related activities in the fields of agriculture, forestry, fisheries, policy, and environment.”*
- The business objective of the CGIAR Secretariat is to facilitate the efforts of the CGIAR System to fulfill the CGIAR mission, in keeping with the needs and aspirations of partners and beneficiaries.

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To: Mr. Ian Johnson, Chairman, IEC

From: Francisco Reifschneider, Director, CGIAR

Subject: Secretariat Business Plan, FY02

Date: October 9, 2001

I am pleased to transmit the CGIAR Secretariat's Business Plan for FY2002 (July 1, 2001 – June 30, 2002). A few weeks ago, the Secretariat published its first annual report, covering FY2001. The broad dissemination of these documents is part of the Secretariat's efforts to contribute to and strengthen **accountability and transparency** in the System.

The Business Plan is closely linked with the System's current program of change. It includes the goals and tasks of the Secretariat in FY2002, highlights of agreed deliverables by staff, and statistical data.

While the Business Plan is meant to guide the efforts of the Secretariat as currently constituted, I believe that elements of the Plan can, as well, serve as the model for a Business Plan by the proposed System Office.

Comments and suggestions from IEC members will be appreciated.

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1. INTRODUCTION: CONTEXT

The CGIAR Secretariat (the Secretariat) is the principal central unit of the CGIAR System (the System), and its focal point for relations with external partners, from legislative decision makers and scientific communities in the public and private sectors, to civil society institutions and the general public.

The CGIAR Director heads the Secretariat which functions administratively as a department of the World Bank's Vice Presidency for Environmentally and Socially Sustainable Development (ESSD). The Secretariat supports the CGIAR Chairman, a Vice President of the World Bank (currently, the ESSD Vice President) in his role as the System's leader and its chief spokesperson.

The vision of the Secretariat is to be efficient, effective, transparent, participative, proactive and responsive, in carrying out its responsibilities. Cost effectiveness is a key determinant of the Secretariat's work program and work style. Staff members who are organized in three teams, and the Director's Office, combine their experience and expertise in cross-cutting activities. (For a Staffing list arranged by team, see Annex 1. For a detailed list of staff functions in relation to client groups, see Annex 2.)

The Secretariat's main contributions to the System include:

- Helping to create coherence across the System;
- Presenting the CGIAR perspective at international events;
- Organizing CGIAR meetings;
- Organizing meetings of CGIAR committees, other than the Technical Advisory Committee (TAC), including *ad hoc* committees or working groups;
- Broadening the CGIAR membership and constituency;
- Functioning as a financial clearing house for the CGIAR;
- Providing leadership in the System's resource mobilization efforts;
- Creating and disseminating the System's main publications (print and electronic);
- Maintaining the System's Central Information Center;
- Sharing with TAC the responsibility for organizing external reviews of Centers supported by the CGIAR (the Centers).

The Secretariat's support to the Centers includes:

- Mobilizing resources to support the Centers' research;
- Helping to harmonize policies across the Centers;
- Supporting inter-Center collaboration in human resources development;
- Arranging orientation programs for new board members;
- Providing assistance on legal status matters;
- Coordinating the CGIAR Management Development Program;
- Providing assistance in developing a CGIAR intranet, assistance in web hosting and exhibits, cooperation with and (on demand) assistance to Center-led communication and public awareness efforts.

The Secretariat works collaboratively with all components of the System, and with stakeholders. It houses the staff of the *Future Harvest* foundation, set up by the Centers to increase public awareness about the significance of agricultural research.

2. A CHANGE-BASED BUSINESS PLAN

The Secretariat's work program is linked to the foremost interests, needs, and concerns of the System. Changes in the System's focus, or in its structure and operations, require corresponding realignments within the Secretariat. Conversely, the Secretariat's efforts – e.g., contributing to policy development, participating in or backstopping System events, facilitating consultations among parties concerned, consensus building – affect the course of events within the System.

In FY01¹, the major thrust of the CGIAR Secretariat was Change Design and Management, the main concern of the System. The implementation phase of the change design and management program will be the highlight of FY02, as the CGIAR System moves from decisions into action in the four major areas on which agreement was reached at MTM01: research, governance, science, and the inauguration of a System Office.

Challenge Programs will be set in motion at and by the Centers, the first annual general meeting of the Group will be held, the Interim Executive Council (IEC) will pave the way for the permanent Executive Council, a Science Council will take over from TAC, and a System Office will be set up as an institutional and communications hub.

Transformation within the CGIAR calls for special efforts on several fronts, including the mobilization of financial, human, and knowledge resources. The Secretariat, as the System's central facilitator and service provider, will be fully involved in these efforts, supporting the Chairman, all components of the System, and the broader community of stakeholders. It will, meanwhile, continue with its customary day-to-day tasks.

Consequently, the Secretariat's FY02 business plan is designed to meet the following goals:

- to facilitate the transformation program in the transition phase by supporting the agents of change – primarily the CGIAR Chairman, the IEC, the change-oriented task forces established by the IEC, the soon to be established Executive Council, and the Centers;
- to launch or facilitate initiatives that are consistent with the objectives of change;
- to support new mechanisms such as the Executive Council;
- to carry out all its existing responsibilities.

¹ For an account of the Secretariat's work in FY01, see **CGIAR Secretariat Annual Report FY2001** at www.cgiar.org/publications/pub_secretariat.html

Highlights of the Secretariat's work program in FY02 are presented below in terms of five major thrusts:

- Facilitating Change;
- Supporting Improved Governance;
- Improving Outreach/Inreach;
- Promoting Resource Mobilization and Increased Accountability;
- Fostering Professional Development.

Information on the Secretariat's Budget and Staffing, and a brief note on Evaluation are included.

3. FACILITATING CHANGE

Goal:

- 1. Be engaged in, and contribute to the successful implementation of the System's change design and management program.*

Tasks:

- Assist the IEC to mobilize high caliber task forces, arrange task force meetings, and electronic communications among members;
- Participate in the work of task forces, and support decisionmaking with research, analytic papers, reports, etc.;
- Identify contentious issues and assist in consensus building;
- Provide opportunities for consultations between shareholders and stakeholders on the substance and processes of change;
- Monitor and/or assist in the implementation of IEC and Group decisions based on task force recommendations.

Box 1: Agenda for Change

The Secretariat was fully engaged in the System's change design and management initiative, from initial planning to the implementation of key recommendations adopted at the 2001 Mid-Term Meeting (MTM01). The Secretariat organized the first meeting of the newly-created IEC immediately after MTM01, and subsequent meetings. A senior Secretariat staff member was elected Secretary of the IEC. The Secretariat backstopped three (of the four) task forces set up by the IEC to help establish the permanent Executive Council, and Science Council, and to plan the launching of Challenge Programs. The Secretariat will also organize the first annual general meeting which will seek to encompass all business matters into a single week's discussions, integrate the interests of all System components, help in the evolution of a decision-oriented culture, and further streamline record keeping and reporting.

4. SUPPORTING IMPROVED GOVERNANCE

Goals:

- 1. Participate in the establishment and functioning of an Executive Council;*
- 2. Develop the annual general meeting of the CGIAR as an effective decisionmaking event that serves the interests of the System;*
- 3. Nurture best practices in governance across the System without intruding into the sovereignty of members or the autonomy of Centers.*

Tasks:

- Support the Executive Council in its efforts to function as an effective decisionmaking body;
- Seek to achieve efficiency gains in organizing the annual general meeting and other CGIAR meetings;
- Construct an annual general meeting agenda, and arrange meeting modalities, conducive to decisionmaking that meets the needs of shareholders and stakeholders;
- Produce analytical papers on key issues to facilitate decisionmaking;
- Monitor the implementation of decisions;
- Help to revitalize and broaden the search processes for candidates to be considered for nomination to CGIAR positions on the basis of competence and diversity;
- Develop proposals and programs for continuously enhancing governance mechanisms and practices at all levels of the System.

5. IMPROVING OUTREACH/INREACH

Goals:

- 1. Facilitate the outreach and inreach efforts of the CGIAR Chairman and Director;*
- 2. Improve the efficiency and efficacy with which the System does business;*
- 3. Promote transparency, accountability, and coherence in the System through institutional inreach;*
- 4. Create public awareness on the impact of CGIAR-supported research, thereby building constituencies of support for the System;*
- 5. Strengthen partnerships.*

Tasks:

- Facilitate interactive communication between the CGIAR Chairman and/or Director and others in the System;
- Provide for maximum exchange of information within the System on all major trends and developments, especially on budgetary issues;
- Facilitate exchanges of information among national agricultural research systems (NARS), civil society institutions, and CGIAR shareholders;
- Liaise with partnership groups;

- Monitor and report on trends in the international development community relevant to the work of the System;
- Produce targeted information material (print and electronic);
- Coordinate and facilitate the System's representation at public events, including international conferences;
- Enhance the CGIAR web site as a major source of information on international agricultural research;
- Maintain close working relations with the public awareness staff of the World Bank, as well as of other cosponsors and members;
- Collaborate with appropriate elements in the System (e.g. *Future Harvest*, the Centers, agencies of CGIAR members) to formulate and carry out a corporate communication strategy.

Box 2: Strengthening Institutional Communication

The Secretariat undertakes its own initiatives, while at the same time collaborating with and participating in the efforts of multiple partners, to reach numerous audiences.

The Secretariat's innovations include the inauguration of a publications series identifying the role and contribution of groups of donors in the System. The first such publication covers the European Community and the CGIAR.

Another innovation—in preparation for the 2001 “World Food Summit: five years later” and the 2002 “World Summit on Sustainable Development”—is the publication of a compilation of research highlights illustrating the System's response to the 1996 World Food Summit goals, and to Agenda 21, the action program adopted at the Rio Earth Summit in 1992.

The System's Information Center/Library functions increasingly in a virtual mode without, however, losing the advantages of its participation in the World Bank's library network. The Information Center continues to develop the System's electronic institutional memory.

The CGIAR web site, managed by the Secretariat, has been redesigned and revamped. Linkages to the Centers have been expanded. In the next phase, several specialized “portals” such as finance, human resources, administrative information etc. will be set up in collaboration with, and largely managed by Center staff. The CGIAR web site received over 11 million hits in FY01.

The website strengthened the transparency and coherence of the change design and management process.

Over the long term, the Information Center will develop into primarily a *virtual* “one stop shop.”

6. PROMOTING RESOURCE MOBILIZATION AND INCREASED ACCOUNTABILITY

Goals:

1. *Help to mobilize new resources (financial, human, and proprietary technology) from traditional and non-traditional donors;*
2. *Minimize fluctuations in funding for the Centers;*
3. *Enhance member confidence by helping to improve accountability;*
4. *Support the System's financial institutions.*

Tasks:

- Serve as a financial clearing house for the System;
- Continue to maintain strong working relations with CGIAR member agencies, to ensure stable resource flows;
- Administer members funds on request;
- Undertake studies of long-term financial trends;
- Identify and pursue ways to expand CGIAR membership to increase the System's resource base;
- Ensure the timely submission to the Group, via the Executive Council, of the annual CGIAR Financial Plan;
- Continue to develop and assist Centers to maintain common accountability guidelines and standards.

Box 3: Donors Increase Disbursements through the Secretariat

From the beginning, CGIAR members have been free to contribute directly to Centers of their choice, and the practice continues. However, several members have chosen to make disbursements to the Centers of their choice through the Secretariat.

Fourteen members do so now, and the amount disbursed has increased from \$24 million in 1994 to \$70 million (21 percent of total contributions) in 2000. The amount is over \$100 million or around a third of total contributions, if the World Bank contribution is included.

Members using the Secretariat's services make a single transfer to the World Bank account instead of as many as 16 transfers to the Centers. They also benefit from the World Bank's accountability mechanisms.

Beginning in FY01, Centers receiving member contributions through the Secretariat have entered into formal contractual arrangements with the World Bank covering the use of the funds disbursed. This is to ensure full accountability.

The Secretariat will continue to provide this service on request.

7. FOSTERING PROFESSIONAL DEVELOPMENT

Goal:

1. *Support professional development in the System, including the Secretariat.*
2. *Create professional development opportunities for NARS scientists*

Tasks:

- Support the Centers in their efforts to develop best practices for professional development;
- Participate in efforts to develop uniform staff development practices across the System;
- Help to provide opportunities for professional development of partners at the Centers;
- Enable Secretariat staff to avail themselves of professional development opportunities through the World Bank.

Box 4: Partnerships for Professional Development

In FY02, the Secretariat will launch a Professional Development Partnership Program that will pursue opportunities for Centers to host staff seconded from partner organizations in the South. Partnerships will be consistent with the strategic program needs of national agricultural research systems (NARS), and the work programs of the Centers.

The program is expected to:

- Enhance and develop professional knowledge and technical expertise of staff from partner institutions;
- Provide the Centers with an enlarged pool of human resources that will strengthen the bottom-up approach to research;
- Provide participants with greater understanding of the CGIAR vision, on-the-job experience and exposure to a Center's policies and operations;
- Advocate innovative approaches by program participants, working in partnership with international scientists;
- Further enhance diversity in the Centers;
- Enlarge the network of "friends of the CGIAR" in a practical way that benefits NARS as well as the Centers.

Reactions to the initial proposal have been very positive, and the details are being reviewed and fine-tuned.

8. WORK PROGRAM DELIVERABLES

As with other World Bank employees, Secretariat staff are expected to assume accountability for a specific agenda of outputs to be delivered in the course of a 12-month period. A "results agreement" specifying the anticipated outputs is reached in

discussions between each staff person and her/his supervisor. The record and quality of deliverables achieved, within the framework of the “results agreement,” contribute to staff assessment at the end of the year. In the case of Secretariat staff, outputs in each “results agreement” are geared to the needs of the System. (Examples of the major deliverables of Secretariat staff are presented in Annex 3.)

9. MAJOR INNOVATIONS

A sampling of innovations in which the Secretariat is involved, and will continue to pursue as part of the FY02 Business Plan, appears below.

Multilateral and Bilateral Linkages with Investors: The Secretariat is collaborating with the Centers to expand the linkages between traditional support from multilateral sources and bilateral sources, thereby tapping new resources.

Information Technology/Knowledge Management (IT/KM): The IT Committee of the Center Directors Committee (CDC) and the Secretariat have agreed to jointly finance a Chief Information Officer position. This development builds on existing Center-Secretariat collaboration to oversee IT services provided by CGNET. Secretariat and World Bank IT staff have been participating in this activity.

Information Systems: The Secretariat has established a web server at CGNET which could serve as the hub for a potential CGIAR intranet. At present, an on-line financial system to exchange financial data for resource allocation is operational.

Global Knowledge Sharing: Following a workshop held at IFPRI, several Centers and the Secretariat will be collaborating on a number of global knowledge sharing programs such as: building a CGIAR image database (task managed by the Secretariat); creating a joint journal database (CIAT, with collaboration from all Centers and the Secretariat); creation of a serials database (ICRISAT, with collaboration from all Centers and the Secretariat); developing an inventory of information resources (IPGRI, with input and collaboration from all Centers and the Secretariat); creating a community of practice among CGIAR librarians and information professionals.

Internal Audit: This is a program managed jointly by four centers and the Secretariat. The second phase, to be launched in 2002, will expand the program to six centers (the five headquartered in Asia plus IPGRI). A dialogue has begun to establish a similar program in Latin America.

Human Resources (HR): The Secretariat is assisting Centers headquartered in Asia and Latin America to hold workshops which will share information on HR practices/issues, initiate a learning process for HR professionals, and explore prospects for establishing a network of HR professionals. The Secretariat is covering the costs of an experienced World Bank HR consultant to facilitate the workshops and assist in establishing, and operating the network.

Outsourcing: The Secretariat has initiated arrangements with several Centers to collaborate on major financial information products including analytical work, the financial section of the *CGIAR Annual Report*, and preparation of material for the annual resource allocation process. Information will be shared electronically, and the final product will be reviewed by the Secretariat before dissemination. The Secretariat, with the assistance of IRRI, printed a Japanese-language brochure in Hong Kong, China, and will explore the practicality of making similar arrangements for other publications.

Conservation Trust: The Secretariat participates in the Campaign Management Group of the Global Conservation Trust, a Systemwide initiative led by IPGRI to provide independent and adequate funding for the conservation of germplasm. The Secretariat also helped with resource mobilization for the 2002 phase of the campaign.

Access to Scientific Literature: The Secretariat is exploring the possibility of collaborating with major publishing houses to provide the Centers and NARS with free or highly discounted online access to scientific journals that focus on agriculture, nutrition, and health.

Box 5: Creative Collaboration with Japan

In FY01, a Secretariat team raised with the Japan International Cooperation Agency (JICA), the possibility of the Centers drawing on JICA's Japan Overseas Cooperation Volunteers (JOCV) Program to recruit young Japanese scientists at the pre- and post-doctoral level for assignments of up to two years at the Centers located in developing countries.

ICARDA has successfully operated a similar program for several years. JICA's positive response to the Secretariat's soundings—recently reconfirmed during further talks with senior JICA officials in Washington—suggests that it will be possible to expand the program substantially, covering many more Centers.

JICA has already established focal points through which the Centers can tap into its resources, and the Secretariat, with JICA and JOCV, has begun developing guidelines for Centers to follow in making specific submissions. Several Centers have responded with enthusiasm and interest.

10. RESOURCES AND EFFICIENCY GAINS

The Secretariat takes full account of the need for efficiency gains in keeping with the realities of its budget as well as the needs of the clients it serves. The Secretariat's work program and outputs have been sustained despite budget cuts, as described in Box 6. Details of the Secretariat's budget and projected expenditures for FY02 are presented in Annex 4.

Box 6: Staff Resources Stretched to their Limit

The Secretariat's budget was reduced from \$4.55 million in FY1999 to \$4.25 million in FY2000 and to \$4.02 million in FY2001. The number of full-time staff was reduced by six (three senior and three administrative positions) from 22 to 16, approximately 30 percent, despite an increased workload driven by changes in the System. In FY2002, the Secretariat's budget is \$3.85 million, and the number of full-time staff has been further reduced (by one senior position) to 15. The Secretariat maintains the required level of outputs through targeted reductions, and changes in its staffing structure and operating style. Some tasks (e.g. conference logistics) have been contracted out. Short-term staff have been employed for specific tasks. Pressure on staff has been building and staff resources are now stretched to their limit.

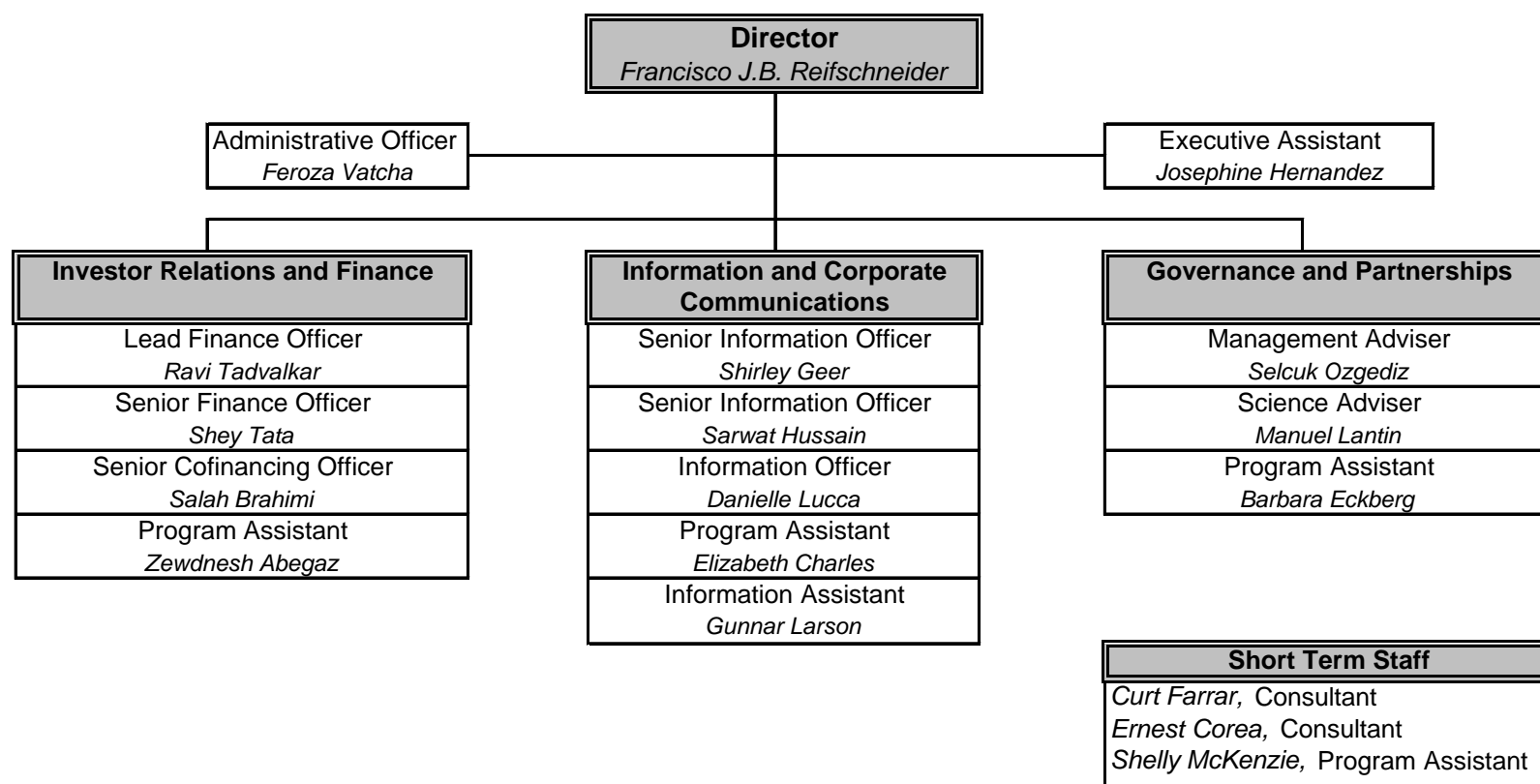
11. EVALUATION

The third System Review and the report of the Change Design and Management Team examined and referred to the work of the Secretariat. Self-assessments are made periodically by the Secretariat, and its staff participates in the World Bank's annual personnel evaluation process. The Secretariat is convinced, however, that regular evaluation by peers and partners is necessary to ensure its continued effectiveness, quality and value. The Secretariat therefore proposes to invite the Executive Council to review the work of the Secretariat, and propose any necessary changes, at the conclusion of FY02.

ANNEX 1

STAFF LIST (ARRANGED BY TEAM)

(As of July 2001)



ANNEX 2

STAFF FUNCTIONS (ORGANIZED BY CLIENT GROUP)

Services for the Chairman

- Backstopping and providing information/advice on all CGIAR matters, including CGIAR meetings;
- Representing the Chairman at within-System and external events;
- Arranging visits to Centers;
- Setting up consultations with CGIAR shareholders/stakeholders;
- Providing focal points for interactive communication with Center Directors;
- Assisting the Chairman to broaden CGIAR membership and constituency;
- Drafting policy statements.

Services for the Cosponsors

- Backstopping meetings of the Cosponsors Group;
- Consultations with Cosponsors on appointments, policy issues, etc.;
- Implementing decisions by the Cosponsors Group;
- Maintaining records for the Cosponsors Group.

Services for the Consultative Group

- Organizing and managing CGIAR meetings;
- Organizing meetings of CGIAR committees (other than TAC) including *ad hoc* committees or working groups;
- Preparing policy and/or decision papers on key issues;
- Maintaining and disseminating formal and informal records of meetings;
- Implementing or facilitating the implementation of the Group's decisions;
- Undertaking administrative and logistical arrangements for members;
- Handling correspondence, information flows, and media relations;
- Communicating with and serving the needs of individual members;
- Coordinating the appointment of CGIAR nominees on Center boards;
- Administering member funds and providing accountability reports;
- Maintaining the CGIAR archives and web site;
- Maintaining a Contact Database and Candidate Information Service

Services for the Centers

- Assisting and advising Centers on budgetary and financial matters;
- Mobilizing resources to support Center research;
- Helping to harmonize financial policies across the Centers;
- Supporting inter-Center collaboration in human resources development;
- Providing administrative and logistical arrangements for System-wide programs;
- Backstopping the Center Board Chairs Committee (CBC);

- Arranging orientation programs for new board members;
- Providing assistance on legal matters;
- Coordinating the CGIAR Management Development Program;
- Providing assistance in developing a CGIAR intranet, assistance in web hosting and exhibits, cooperation with and (on demand) assistance to Centers;
- Hosting the *Future Harvest* foundation.

Services for the CGIAR System

- Serving as the “corporate office” for the System;
- Presenting the System’s perspective at international events;
- Representing the System within the World Bank (vis-à-vis the Executive Board, senior management, the Development Grant Facility, and operational departments);
- Functioning as a financial clearing house;
- Maintaining a database on investor policies and procedures;
- Designing CGIAR financial management processes;
- Developing and updating financial guidelines;
- Managing the System’s financial planning;
- Facilitating the System’s resource allocation;
- Monitoring, analyzing and reporting financial flows;
- Co-managing the external reviews of centers with TAC;
- Developing and updating guidelines for Center boards, publishing the annual Trustee Directory;
- Developing and disseminating information about the CGIAR’s work, including the CGIAR annual report and a periodic newsletter;
- Engaging in corporate public awareness and resource mobilization activities in collaboration with Centers, members, and the *Future Harvest* foundation;
- Developing relations with civil society institutions

ANNEX 3

HIGHLIGHTS OF WORK PROGRAM DELIVERABLES

Director's Office	Governance and Partnerships	Investor Relations and Finance	Information and Corporate Communications
<ol style="list-style-type: none"> 1. Establish strong working relations with Centers Directors, members, and stakeholders. 2. Support Chairman's leadership of the CGIAR. 3. Monitor and report on Secretariat's administrative budget. 4. Monitor Secretariat Special Activity Trust Funds (TF) and assist in annual TF audits. 5. Manage internal financial control systems effectively. 6. Study the revival of IFAR as an instrument for outsourced logistical and administrative functions. 7. Liaise with System units and the World Bank Human Resources Department and other appropriate services in assisting to establish the System Office. 8. Provide CGIAR Director with effective executive assistance. 9. Manage communications to and from Director's Office effectively. 10. Manage Secretariat's support services effectively. 11. Provide assistance to implement management decisions. 	<ol style="list-style-type: none"> 1. Plan IEC and EC meetings effectively and help them by providing high quality, substantive papers. 2. Plan and conduct first AGM effectively. 3. Ensure that initial Challenge Programs are provided with effective governance and management frameworks. 4. Ensure smooth transition from TAC to Science Council. 5. Streamline CGIAR evaluation processes in cooperation with Science Council. 6. Provide high quality scientific and programmatic advice to Chairman, Director, and Secretariat colleagues. 7. Ensure that Contacts and CIS databases are effectively revamped. 8. Produce policy paper on relevance of public sector agricultural research vis-à-vis private sector. 9. Backstop Cosponsors Group. 10. Strengthen partnership through representation at external scientific fora. 11. Provide effective administrative support to Management Advisor and Science Advisor. 	<ol style="list-style-type: none"> 1. Service CGIAR investors, monitor developments in investor agencies, take appropriate action to forestall fluctuations in contributions. 2. Disburse around \$100 million in donor contributions to Centers. 3. Prepare 2002 CGIAR financing plans. 4. Monitor 2001/02 funding flows in relation to plans; report on 2001 actual performance. 5. Draft the financial section of the 2001 <i>CGIAR Annual Report</i>. 6. Ensure Centers' compliance with CGIAR financial guidelines. 7. Strengthen and support networks of Center finance/administrative professionals; continue outsourcing arrangements. 8. Create finance information gateway incorporating finance databases and documents into redesigned CGIAR web site. 9. Complete standardization of project categories in CGIAR project portfolio database to allow on-line access by Centers. 10. Assist in drafting CGIAR procurement guidelines. 	<ol style="list-style-type: none"> 1. Manage communications program (annual report, web site, public awareness materials, etc.). 2. Oversee writing, editing and production of publications and communications material to ensure quality control. 3. Work towards integrated Systemwide communications program in coordination with the <i>Future Harvest</i> foundation and Centers. 4. Develop special regional reports. 5. Develop emerging issues series on biotechnology and other development issues in support of World Summit on Sustainable Development and other major international events. 6. Create PowerPoint presentations on key thematic issues illustrating work of the CGIAR. 7. Produce issues of "CGIAR News." 8. Produce CGIAR corporate brochure illustrating implementation of change design and management. 9. Produce corporate brochure on CGIAR/ agricultural research as a global public good.

	<p>12. Prepare extensive mailing lists and labels.</p> <p>13. Prepare Trustees Directory.</p> <p>14. Serve as central contact point for revamping databases.</p> <p>15. Perform database searches and financial transactions.</p>	<p>11. Ensure timely delivery of quality services to CGIAR members and Centers, as per requests.</p> <p>12. Plan and organize membership expansion drive.</p> <p>13. Coordinate Centers' Resource Mobilization Network (RMN) and administer RMN's electronic list-server.</p> <p>14. Update Member Profiles bi-annually.</p> <p>15. Update finance database for summary write-ups to be presented to TAC and at the October AGM.</p> <p>16. Compile and maintain the 2002 funding data base.</p> <p>17. Process disbursements to Centers; prepare individual Centers' agreements.</p> <p>18. Assist production of resource allocation guidelines; prepare tables for annual report.</p> <p>19. Attend to consultant employment and payment; update supplies purchases and records and leave and travel records.</p>	<p>10. Implement regular schedule of teleconferences for CGIAR Chairman with Center Directors.</p> <p>11. Provide focal point services to Private Sector and NGO Committee.</p> <p>12. Develop, manage, and continuously upgrade new CGIAR web site.</p> <p>13. Continue to manage development of core collection of CGIAR documents in electronic form.</p> <p>14. Plan and implement continuing efforts to upgrade and expand services of Information Center; develop photo image databank.</p> <p>15. Work with Centers to develop arrangements for an intranet.</p> <p>16. Produce 2001 CGIAR Directory.</p> <p>17. Provide administrative support for all aspects of information and communications program.</p> <p>18. Improve distribution of publications; and fax and email dissemination.</p>
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ANNEX 4

PROJECTED ADMINISTRATIVE BUDGET
FY02
(IN US\$000)

	Projection FY02 \$	Office of the Director \$	Investor Relations and Finance \$	Governance and Partnerships \$	Information and Corporate Communications \$
Personnel	2350	430	685	475	760
Staff salaries and benefits:	2035	415	575	415	630
Consultants and temporaries:	315	15	110	60	130
Travel	340	90	120	80	50
Administrative Costs	670	100	170	140	260
Office Occupancy	300				
Other	280				
Network Services	90				
Operations	490		65	175	250
CGIAR Meetings	175			175	
System-wide Studies	65		65		
Information/Communication:	250				250
Total Secretariat Operating Budget	3850	620	1040	870	1320
Support to:					
TAC/Science Council	550				
Future Harvest	100				
TOTAL	4500				